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AUTHOR Liston, Edward J.
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ABSTRACT

An overview is provided of the short- and medium-term goals and objectives of the Community College of Rhode Island (CCRI). After highlighting initiatives undertaken during 1988-89, the report examines the five areas targeted for attention over the next 5 years: the expansion of health care program offerings; the implementation and expansion of cooperative education opportunities; minority recruitment and retention; high school and community college partnership programs; and short-term job training. The next sections offer a progress report on the attainment of CCRI's goals and objectives for 1988-89 and a statement of goals and objectives for 1989-90 in the areas of: (1) academic affairs, including vocational education, programs for business/industry, allied health offerings, instructional quality and academic standards, articulation, and access to education; (2) organization, management, and fiscal affairs; (3) student affairs, including student recruitment, the course selection process, financial aid, advising and counseling services, job placement, and athletic offerings; (4) affirmative action in employment and student recruitment; and (5) institutional research, planning, and development, and public relations. Brief descriptions of specific activities within these areas are included. (JMC)

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COMMUNITY COLLEGE OF RHODE ISLAND MANAGEMENT LETTER

Edward J. Liston

President
Community College of Rhode Island

June 1, 1989

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June 1, 1989

TO: Americo W. Petrocelli, Commissioner of Higher Education

FROM: Edward J. Liston, President

SUBJECT: Community College of Rhode Island Management Letter

The Community College of Rhode Island celebrates its 25th anniversary this year. A Recognition Day program held at the State House on February 1, 1989 marked the official kick-off of a year-long celebration to commemorate two-and-a-half decades of community college education and public service.

During the last year the College has embarked on a number of new initiatives designed to serve the changing needs of both the student population and the State of Rhode Island. Despite projections of enrollment declines due to the shrinking number of high school graduates, CCRI's enrollment remains strong, primarily due to increased efforts to attract "non-traditional" students. The total headcount for Spring 1989 was 14,612 with an FTE of 7,086. This represents a 13 percent headcount increase over Spring 1988 and an 8 percent increase in the Full-Time Equivalent Enrollment.

In an effort to make it more convenient for students to register for courses, the College installed an automated, on-line telephone registration which was available to students for the first time this Spring. This project, the first of its kind in the state, was funded through the Rhode Island Board of Governors for Higher Education Challenge Fund for Management and Administrative Improvements in the amount of $94,800. Dubbed TELUS by CCRI, on-line telephone registration is accomplished through response technology which converts touchtone sounds to data messages and prompts voice recorded responses. The system guides students through every step of the registration process and has the capability of referring students to counselors or advisors when needed.

The recruitment and retention of minorities continues to be a priority. A mentor program, funded through the Rhode Island Board of Governors Incentive Fund for Excellence, has been established to provide encouragement and support for minority students. Housed at the Flanagan Campus, the program enables students, primarily freshmen, to work with positive role models in accomplishing their goals and discussing their concerns.

In order to determine how to best serve the needs of the students who attend classes at the Urban Educational Center, which serves a primarily minority population, a consultant was hired last fall to survey students, faculty and community representatives. Alpha Research Associates recently presented its findings to the College administration. The report is being reviewed and implementation of appropriate recommendations will be addressed over the next few months.

CCRI's 2 + 2 Tech-Prep/Associate Degree Program is now in its second year. The high school/community college partnership is designed to attract unmotivated general education or vocational students interested in an alternative program of study that will provide them with the skills required for a successful technical career. Eleven high schools are participating in the program, a substantial expansion over the first year's effort.

The expansion of the nursing programs received top priority in an effort to respond to local labor shortages in these fields. The new nursing program is underway in Newport and plans are on target for expansion of the nursing program at the Flanagan Campus. In addition, CCRI has established partnership programs with nursing homes across the state and the State Department of Mental Health, Retardation and Hospitals to upgrade health care employees.

In general, the activities initiated during the past year are off to a good start, as noted in the progress report which follows. Ongoing programs and services remain strong. The programs at the satellite facilities continue to expand and the Center for Training and Development continues to reach out to businesses seeking customized training. The Honors Program offers opportunities for students seeking an intellectual challenge, and foreign study is available through the College Consortium for International Studies.

The report which follows is divided into three parts: an Overview of the direction of the College will be taking in the next five years, a Progress Report on the Goals and Objectives for 1988-89, and the Goals and Objectives for 1989-90. The goals and objectives were developed in cooperation with administrators who have responsibility for directing the various areas of the College. The report is broken down into the

areas of Academic Affairs; Organization, Management and Fiscal Affairs; Student Affairs; Affirmative Action; and Institutional Research and Planning, Development and Public Relations.

It should be noted that this report includes only new programs and objectives the various departments will focus on during the coming year. These concerns will be addressed in addition to the ongoing responsibilities of each department and the institution as a whole.

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Community College of Rhode Island

Moving into the 1990's

As the Community College of Rhode Island celebrates its 25th anniversary throughout the year, members of the college community will no doubt spend some time reflecting on how the College has grown and changed--from a small junior college serving a few hundred students to the largest community college in New England.

For the last two and a half decades, CCRI has been the college of access and opportunity for thousands of Rhode Island residents. In addition to the traditional college transfer programs, CCRI offers technical career training, special programs for business and industries, short term job training for unemployed and underemployed workers, basic skills and ESL courses, and non-credit courses for personal enrichment.

After 25 years of steady growth, the College continues to seek new ways to reach diverse populations--through satellites, television, and programs designed specifically for target populations. CCRI is poised to respond to the changing needs of the State of Rhode Island and its people.

In moving into the 1990's, the biggest challenge facing CCRI will be to continue to reach out in response to changing community needs while maintaining quality in existing programs.

Major Goals and Priorities

The Community College of Rhode Island has targeted five areas to receive priority attention over the next five years.

- Expansion of health care program offerings;
- Implementation and expansion of cooperative education opportunities;
- Minority recruitment and retention;
- High school/community college partnership programs;
- Short term job training.

Health Care Programs

The Community College of Rhode Island has been responsive to labor shortages in the health care professions over the past few years, and will continue to expand its programs into the 1990's. Immediate plans

are for expansion of the nursing program at the Flanagan Campus and the establishment of a physical therapy assistant program at the Newport Hospital satellite facility.

Cooperative Education

CCRI has received a major federal grant to incorporate cooperative education options into all appropriate programs of study. A cooperative education director has been hired and the program is off to a strong start. It is expected that cooperative education will be a major option for students in most programs within the next five years.

Minority Recruitment and Retention

Minority student enrollment has been identified as a priority issue not only for CCRI, but for the Rhode Island public higher education system and, in a general sense, for the entire nation. CCRI is addressing the problem by reaching out to encourage minorities to attend college, and once enrolled, to ensure they receive the support services required to reach their educational goals. The College's minority mentoring program is playing a major role in this regard. Over the next few years CCRI will concentrate on increasing minority recruitment efforts, strengthening programs at the Urban Educational Center, expanding the mentoring program and adopting other appropriate strategies for enhancing minority enrollments.

High School Partnership Programs

The Community College of Rhode Island will continue to expand its partnerships with high schools in an effort to curb the high dropout rate and encourage students to master basic skills as part of their preparation for college. The CCRI Tech-Prep/Associate Degree Program, targeted toward unmotivated "general education" students who either drop out or graduate from high school unprepared to continue their education or work in a meaningful job, is one way the College attempts to reach targeted high school students. Articulation programs that will guarantee advanced placement for qualified students is another avenue. The College "adopted" Woonsocket High School. Other partnership programs will also be explored.

Short Term Job Training

With the new federal welfare reform legislation, with its requirements for job training, there will be increased pressure on the Community College to provide a significant portion of the short term skills building and job training. This program, coupled with the state's Workforce 2000 initiatives, will require increased activity in this regard on the part of the College.

Working with the System

As a public postsecondary institution, the Community College of Rhode Island is part of a system of higher eduction in the state that is governed and coordinated by the Rhode Island Office of Higher Education and the Rhode Island Board of Governors for Higher Education.

At CCRI, an effort is made to involve the Board in college activities and to keep the faculty, staff and students informed as to what the Board does for the College.

Board members are invited to Commencement and other significant events throughout the year.

The College newspaper regularly includes information on Board actions that impact the College.

Through the various committees, CCRI maintains a close working relationship with the Office of Higher Education and the Board of Governors.

As the Community College of Rhode Island celebrates its 25th anniversary, it is a strong, dynamic institution. The commitment to quality has never been stronger and the primary goals for the next five years will be to continue to offer excellent programs and services so that students who might not otherwise go to college will have the opportunity to get the education they need to lead productive lives.

President's Management Letter
Community College of Rhode Island

Part I

Progress Report
Objectives for 1988-1989

I. ACADEMIC AFFAIRS

Goal: To provide an ambitious array of postsecondary occupational programs and courses designed to prepare students for, and enhance their competencies in, paraprofessional and technical jobs in business and industry beyond what might be achieved in high school.

Objective One: Strengthen relationships with secondary schools in Rhode Island.

a. Determine the feasibility of an advanced placement articulation with secondary school business programs. Target date: January/February 1989.

A proposal to establish this articulation program was funded for $15,000 by the Rhode Island Department of Vocational Adult Education. Introduction to Business and Accounting I have been identified as courses for which advanced placement credit may be granted. Examinations are currently being developed.

b. Examine existing articulation programs (Electronics, Engineering) and identify changes needed to improve them. Factors to be included will be recommendations from the Fall 1987 evaluation study, enrollment and retention figures, comparison of students' grades and placement records, as well as administrators and employers. Target date: December 1990. Implement such improvements as are necessary and feasible by December 1991.

With the assistance of a specialist in testing and evaluation, a study of articulation programs is being conducted as indicated. Meetings have been held with vocational technical directors and the project is proceeding on schedule.

c. Expand the 2 + 2 Tech-Prep/Associate Degree Program to include the high schools in the Warwick and Providence school system. Target date: September 1988 for Warwick and September 1989 for Providence.

The 2 + 2 Program has expanded tremendously over the past two years and currently includes eleven high schools representing nine school districts around the state. The secondary schools that are actively

involved in the 2 + 2 Program this year include Westerly High School, Toll Gate High School and Warwick Veterans High School in Warwick, Cranston High School East, Cranston High School West, Mount Pleasant and Central Vocational in Providence, Central Falls, Woonsocket, Tiverton and Chariho. Hope High School has participated in a number of 2 + 2 student/parent orientation activities and is planning to implement the applied science, math, and communications curricula in the Fall of 1989.

Objective Two: Expand programs offered to business and industry.

a. Work with the local chapter of the National Tooling and Machining Association to expand the preapprenticeship training and apprenticeship programs (Mech Tech, Inc.) which are offered in conjunction with CCRI. Target date: Spring 1989.

   A total of thirteen sections were offered to NTMA, an increase of three over last year.

b. Seek ways to promote the resources of the Center for Training and Development through increased contacts with business and industry and associations with Governor's Workforce 2000 program. Target date: Fall 1988.

   The Center for Training and Development and the State Department of Mental Health, Retardation and Hospitals have written a joint proposal to the Governor's Workforce 2000 program to train clients from the various MHRH populations to obtain entry level jobs in day care centers and building construction programs. The training is non-credit and provides total support services. The program began in October 1988 and continues into 1989.

c. Expand the opportunities for student participation in the Cooperative Education Program beyond the Retail Management area to other Business Department students, develop workshops to familiarize faculty with the benefits of cooperative education, and visit area employers to secure cooperative education opportunities for Business and Retail Management students. Target date: Spring 1989.

   Opportunities in cooperative education are now available to students in all business programs except law enforcement. A co-op option for law enforcement has been approved in principle, but the details have not been finalized. With a new director, staff members, and a centralized office in place, cooperative education is gaining recognition throughout the college. Over 150 students submitted applications and interviewed for cooperative education during Spring Semester 1989, and 98 have been approved for immediate placement.

More than 325 prospective employers have been contacted. In addition, a workshop was held in January 1988 to help familiarize faculty in the Business Department with cooperative education. More such workshops will be scheduled and faculty in other departments will become involved.

d. Seek additional grant funding to promote further cooperative education arrangements with local business. Target date: Spring 1989.

The College received a five year grant from the U. S. Department of Education--Title VII to integrate a cooperative education option into all appropriate programs of study. The federal award for the first year which began in September 1988 was $111,510. CCRI contributed $79,508 in matching funds.

In addition, the College received a $45,000 grant from the RI Department of Education, Division of Vocational and Adult Education, to refine and develop cooperative education in the Retail Management Program.

Objective Three: Expand Allied Health offerings.

a. Begin to implement the satellite for Nursing and Allied Health at Newport Hospital, hire the faculty, assistant dean, administrative assistant and secretary, orient new faculty and staff, and design strategies for continuing recruitment of students for the Newport satellite. Target date: Fall 1988.

The Newport Hospital satellite has been established. Twenty-three students were enrolled in Nursing I in Fall 1988 and 38 students enrolled in Nursing II for the Spring 1989 semester.

b. Work with Dean of Off Campus Programs to provide appropriate courses and services for the students at the Newport Hospital and work cooperatively with the hospital staff to facilitate the partnership. Target date: Spring 1989.

The College has provided the students with the opportunity to complete all of the requirements for the Associate Degree in Nursing with a new part-time evening nursing curriculum at this satellite. During the Spring 1989 semester students were offered the beginning Basic Skills in Chemistry course, which will be followed by a two semester sequence of a first year chemistry course in anticipation of the new Physical Therapy Assistant curriculum which will begin in the Fall of 1989. This offering also gives non-allied health students the opportunity to fulfill their science requirements in anticipation to transfer to a four-year institution.

c. Complete preparations for the start of the Dental Hygiene Program by finishing construction of the clinical lab and hiring faculty and staff. Target date: Fall 1988.

Thirty-six students were enrolled in the Dental Hygiene Program in Fall 1988. The Dental Hygiene Laboratory is in the final stages of completion.

d. Develop a program for a Physical Therapy Assistant Program to be located at Newport Hospital in 1989 or 1990. Complete a feasibility study and prepare a budget request for restrained funding. Target date: Spring 1989.

A proposal to establish a Physical Therapy Assistant Program was approved by the Board of Governors for Higher Education on December 1, 1988. If funded, this program will be located at the Newport Hospital satellite. The plan is to admit 25 students each year beginning in Fall 1990.

e. Develop a program for an evening Nursing Program at the Flanagan Campus in 1989 or 1990. Complete a feasibility study and prepare a budget request for restrained funding. Target date: Spring 1989.

A proposal to expand the nursing program by 50 students was approved by the Board of Governors for Higher Education on December 1, 1988. If funded, an evening/weekend program (modeled after the Newport Hospital satellite evening/weekend program) will be instituted at the Flanagan Campus in Fall 1989.

Objective Four: Expand program offerings in identified priority areas.

a. Develop and implement a certificate program in the Human Services Department for health center recreation directors. Target date: Fall 1988.

The program proposal has been approved by the President, and a few students have enrolled on a part-time basis.

b. With the Dean of Nursing and Allied Health and the Director of the Southeast Asian Center, determine the possibility of developing curriculum for Southeast Asian health care translators by Fall 1988. If such a program is feasible, implement it by Fall 1989.

Preliminary research indicated that curriculum for health care translations should be developed for Hispanic as well as Southeast Asian populations. Grant funding for such a program is being pursued.

c. Request and review new English literature and mathematics telecourses to expand the present offerings. Target date: Spring 1989.

No new English literature telecourses have been identified. A new mathematics telecourse in statistical analysis has been requested and its sample program and print materials will be reviewed by the Mathematics Department during Spring 1989.

d. Explore the possibility of increasing the East Providence satellite offerings in Business Administration by offering classes on Saturdays during the academic year and offer a Summer session. Target date: Spring 1989.

The Off Campus Credit Programs expanded its offerings at the East Providence satellite during the Summer of 1988 and added Saturday offerings to its Fall 1988 and Spring 1989 schedules.

e. Identify selected area high schools and develop collaborative efforts in streamlining coursework so that students entering CCRI will be more adequately prepared. Target date: 1990.

CCRI is participating in a cooperative project funded by a $7,000 grant from the Board of Governors Incentive Fund for Excellence to develop an early placement test in mathematics for college bound high school juniors. The project, coordinated at the University of Rhode Island, involves all three institutions. Task forces are also reviewing science and English coursework so that outlines can be developed to improve high school students' preparedness for college.

f. Investigate the possibility of offering more across the curriculum courses, possibily a core program. Target date: 1991.

Academic administration is considering the feasibility of offering courses similar to one offered last year in the fine arts area in which subject matter from three programs was incorporated into one course. Department chairpersons will be asked to consider this possibility.

g. Develop a more effective orientation program for part-time faculty. Target date: Fall 1988.

A needs assessment was conducted during November 1988 - January 1989, in which all department chairs, extended day coordinators and satellite site supervisors were interviewed.

An updated and expanded part-time faculty handbook has been prepared and distributed to all department chairs and evening faculty. The Vice President for Academic Affairs and Academic Affairs staff are visiting each satellite site each semester to meet with faculty and site supervisors. Academic executive staff are available on the main campuses on evenings early in the semester at the sign-in desks to meet faculty.

An Off Campus Credit Program staff member has been assigned to assist the Business Department, the largest user of of part-time faculty, in hiring and orientation. Full-time faculty serve as mentors to part-time faculty in several departments. The creation of a video tape to provide new part-time faculty with summary information about the mission of the College and the scope of its programs is under consideration.

h. Investigate in-house programs targeted to improve the quality of undergraduate teaching as a collaborative effort between faculty and administration. Target date: 1990.

Selected administrators and faculty have attended conferences on the topic, one presented by the National Institute for Staff and Organizational Development at the University of Texas and a second organized by the University of Massachusetts at the Kennedy Library. It is expected that with the training provided, in house programs will be developed to enhance the quality of undergraduate teaching.

Goal: To give special attention to the quality of College offerings and the effectiveness of its instruction.

Objective One: Improve mechanisms for ensuring proper placement of students and for measuring outcomes upon completion of programs.

a. Evaluate the pilot programs in reading and writing placement testing, considering student performance, course placement, faculty time and costs by Spring 1989, and recommend changes indicated by this evaluation.

This evaluation indicated that the placement testing programs should be continued, and that services to students should be expanded to meet the needs identified. As a result, the Writing Labs are now open additional hours, including evenings on both campuses. An existing course, Reading in the Short Story, will be slightly revised to emphasize reading improvement for students needing such help.

b. Study the involvement of faculty in portfolio assessment, challenge exams, and the Liberal Arts research paper requirement and make recommendations on reimbursement for their participation. Target date: Spring 1989.

A report and recommendations covering the involvement of faculty in portfolio assessment, challenge exams and Liberal Arts research paper was completed in the Summer 1988. Based upon this report, procedures for collection of a fee from students and procedures to reimburse faculty have been developed. Implementation of the program is targeted for Fall 1989.

Objective Two: Formulate appropriate standards for academic retention and dismissal of students.

a. Revise the recently completed proposed standards as needed, design a student appeals process and implement an academic retention and dismissal policy. Target date: Spring 1989.

A preliminary proposal including standards, procedures and an appeal process has been presented to the Academic Advisory Council. A subcommittee of that body is preparing revisions which will be reviewed by both the Academic Advisory Council and the Chairmen's Council.

Objective Three: Improve performance in assessing the quality of academic programs and services.

a. Conduct internal program assessments in Chemical Technology, Engineering, Fine Arts, and the A.A.S. in Technical Studies.

The A.A.S. in Technical Studies Assessment was submitted to the Master Planning Committee of the Board of Governors in February 1989. The other program assessments are proceeding on schedule.

b. Examine the results of curriculum assessments in Liberal Arts and Technical and Industrial Studies conducted in 1987-88, make recommendations and design an action plan for implementing them. Target date: Spring 1989.

Administrators have met with most of the departments who completed self-studies in 1987-88 to discuss questions raised by the self-studies and to develop activity plans. Some activities are in process, notably the continuation and expansion of the reading and writing testing and remediation services in the English Department. The Technical and Industrial Studies Department changed its name to Industrial Technology to better describe the mission of that department. That faculty has also proposed curriculum revisions which should improve student success and retention.

c. Increase efforts to reach a majority of the students enrolled in classes at satellite locations through site visitations, surveys, and personal contact to ascertain their academic needs in order to develop appropriate future programming. Target date: Spring 1989.

An academic administration team visits the satellite locations each semester to meet the students and staff and to gather inormation necessary for the improvement of satellite operations. These visits are well received both by students and site supervisors. Satellite students have been surveyed and courses have been offered because of the input received.

d. Determine whether the exit examination should become a requirement for graduation for all candidates in the Liberal Arts curriculum. Target date: Fall 1988.

A special committee studying the issue of the exit examination for the Liberal Arts Program is still researching the issue. A nationally recognized expert, Professor Arthur Cohen of University of California/Los Angeles, addressed the entire faculty on assessment and the Liberal Arts faculty on exit examination last September. Workshops are scheduled for this Spring and a recommendation will be made by the special committee before the end of the Spring semester.

e. Explore the possibilities of offering interdisciplinary courses which would integrate the disciplines of the Liberal Arts Programs. Target date: 1990.

The Honors Committee and the Liberal Arts Committee have separately opened exploratory discussions about developing interdisciplinary courses in the Liberal Arts. The two committees have noted certain difficulties in creating such courses, both from an academic and a practical standpoint. These discussions are continuing but nothing appears to be taking shape for the foreseeable future. It should be noted, however, that an existing honors course, "Honors in American Thought"), emphasizes an interdisciplinary approach.

Objective Four: Improve articulation with other state education institutes to assist students in the transfer process.

a. Determine the feasibility of establishing a five-year program leading to certification in Business Education, involving, CCRI, RIC, and URI. Target date: Spring 1988.

Representatives from CCRI and Rhode Island College have met and formulated a recommendation which will be sent to the Commissioner of Higher Education this semester. The annual articulation meetings which are held early in this semester may also result in articulation agreement improvements.

Objective Five: Expand opportunities for students to participate in intellectually challenging programs and activities.

a. Investigate the possibility of establishing a CCRI semester abroad, perhaps in Quebec, under the auspices of the College Consortium for International Studies. Target date: Spring 1989.

Approximately thirty students studied abroad in 1988-89 as part of our CCIS programs, and the program coordinator is gathering preliminary information on the feasibility of a co-op semester abroad. The location is still to be determined.

b. Offer at least one program/forum, as a Bicentennial Campus, on some aspect of the Bicentennial celebration of the Constitution. Target date: Spring 1989.

Last Spring the College sponsored a presentation by Professor Pauline Maier of Massachusetts Institute of Technology at the Knight Campus on the significance of the American Revolution and the birth of the Constitution.

A grant was submitted for the College to sponsor professional development workshops on the Constitution for public school teachers, but the proposal was not funded.

c. Encourage more faculty and eligible students to participate in the Honors Program. Target date: Spring 1989.

Postcards have been sent each semester to students eligible for Honors work. Memoranda have also been sent to the faculty in an effort to publicize and to explain the Honors Program. An agreement in principle has been reached to reimburse faculty members who supervise independent honors projects. Last spring the first students registered for honors work, and honors opportunities are available to eligible students on a continuing basis. The average honors enrollment is 20 - 25 students per semester.

d. Work toward developing an Honors seminar which might be required for all prospective graduates of the Honors program. Target date: Spring 1989.

The Honors Committee is still discussing the concept of a required Honors seminar. One problem is that students' curricula are already filled, and it would be difficult both in terms of time (a rigid schedule for the seminar would be required) and money (is it reasonable to require students to pay for the extra credits?) for Honor students to participate. The College is continuing to explore this concept. In the meantime, each spring the College offers an Honors seminar, "Honors in American Thought."

Objective Six: Improve delivery of services in the College's Learning Resources Center. Target date: 1988-89.

a. Continue research for expanding the HELIN (Higher Education Library Information Network) consortium to provide for the expansion of the present system to allow additional titles to be hosted by the present data base, inclusion of other subsystems, such as periodicals, and consideration of the use of the host computer as a "public access system" by both faculty and students on and off campus. Target date: Spring 1989.

The HELIN Consortium is concluding a study which will touch upon expansion of the present system to allow additional titles to be hosted by the present data base, inclusion of other subsystems such as periodicals, and consideration of the use of the host computer as a "public access system" by both faculty and students on and off campus. The results should be available in Spring 1989.

b. Continue development of an AV data base to provide better service in distribution of hardware and software. Target date: Spring 1989.

A pilot program has been implemented at the Flanagan Campus. In addition, a personal computer has been purchased and this summer the database should be usable in a pilot format at Warwick.

c. Continue efforts to procure the software "Microlinx" at the Warwick and Lincoln Campus. Target date: Spring 1989.

The college has been working with the software company (Faxon) to procure the necessary software package to implement a pilot program for the Warwick Campus during the fiscal year 1989-90. The periodicals librarian at Flanagan will work with her counterpart in Warwick to put the pilot program into effect and to obtain training so that the Flanagan Campus will also be operational in a pilot mode within six months.

Objective Seven: Improve the process of planning and organizing the College's master schedule in cooperation with the academic department chairs and the Registrar.

a. Integrate day course offerings at UEC into this process, and decide which courses and schedules will best serve those students. Target date: Fall 1988.

This has been accomplished. After a thorough review of a recently completed consultant's report regarding the Urban Educational Center, a comprehensive plan will be developed for the future of UEC.

b. Evaluate possible new time blocks for day courses on the campuses to reduce students' time conflicts and improve space utilization. Target date: Spring 1989.

This has been investigated with the help of the Registrar and changes have been implemented.

c. Develop simultaneously, the day, extended day, and satellite course offerings into the master schedule. Target date: Spring 1989.

All satellite courses now begin at the same time as those on the main campuses. Scheduling and cancellations of satellite and main campus classes are handled simultaneously.

Goal: To provide adult residents of Rhode Island with open access to postsecondary education.

Objective One: Develop programs focused on the UEC population in order to encourage their continued pursuit of educational goals.

a. Work toward expanding the EOC role in identifying the educational needs of the inner-city communities with a focus on recruitment and retention. Target date: Spring 1989.

The Director of UEC and the Coordinator of EOC have been focusing on this objective and have made significant efforts to identify the inner city community needs and are currently trying to address these needs in their recruitment efforts.

b. Develop a Writing Skills Laboratory with an emphasis on fundamental skills at UEC to better assist the low income and minority students who require additional instruction in English composition, reading comprehension, ESL, mathematics, and computer skills. Target date: Spring 1989.

A Writing Skills Laboratory was established at UEC during the Fall 1988. It was open approximately 20 hours per week. This service is being expanded to about 28 hours per week for the Spring 1989 semester.

c. Conduct a public relations and marketing campaign to attract adult, urban poor and minority groups into postsecondary education. Target date: Spring 1989.

As a first step in developing a marketing program for the Urban Educational Center, which attracts primarily this population, the College retained a consultant to survey the appropriate constituencies

to determine what programs and services should be offered at this site. The consultant's findings and recommendations were recently presented to the administration. This information will be used in developing future plans for the Center. To attract minorities to the main campuses, the College has advertised in minority communication vehicles (radio stations and newspaper), produced promotional materials targeted to minorities and established a minority mentoring program.

Objective Two: Expand the offerings of the Office of Community Services.

a. Design a public awareness program dealing with traffic safety, including school bus, motorcycle and automobile safety requirements. Target date: Spring 1989.

The Office of Community Services has designed and implemented a public awareness program on motorcycle safety and school bus driver safety and has distributed National Highway Council posters on safe driving.

b. Offer defensive driving courses to organizations, businesses, and industry in an effort to reduce accidents and lost time and wages. Offer worksite instruction at nominal fees. Target date: Spring 1989.

A 10 hour defensive driving course was offered to employees of the Fogarty Center and the Union Oil Company. Senior citizens and other individuals were involved in ongoing classes designed for court-referred drivers.

II. ORGANIZATION, MANAGEMENT AND FISCAL AFFAIRS

Goal: To promote effective and efficient management practices for the institution by implementing cost-effective measures and monitoring the return, seeking new sources of funding, encouraging creative solutions to problems, and fostering good working conditions and improved internal communications.

Objective One: Advance the use of computers for improved management by College administrators.

a. Explore methods for revising the existing budget request system with recommendations. Target date: Spring 1989.

During the past year a number of significant improvements have been made to the budget request system that have enhanced the ability to trace and budget the Table of Organization, allowed for substitution of computer-fed data input for manual data input, and improved historical budget reports.

In conducting this review, it has been determined that the present system is sufficiently flexible and responsive in its ability to interact with the mainframe accounting, personnel, and student record systems to accommodate almost all needs.

By the Fall of 1989, a review of systems at other institutions should be completed and the remaining internal enhancements to the present system should be implemented.

b. Expand the current download process of accounts payable to accelerate the expediting of deliveries and payment of invoices to facilitate compliance with the State's thirty-day payment law. Target date: Fall 1988.

The Purchasing Office has completed this objective on schedule. It was determined that the expected delivery data could be input to the mainframe accounting system in lieu of a transaction data. Pertinent data can then be downloaded to a personal computer, sorted by delivery date, and expedited on a timely basis.

c. Investigate the feasibility of improving the manner in which the Community College obtains funds from the federal government. Target date: Fall 1988.

The study was completed in the Summer of 1988 with positive results and the implementation process was completed during the Fall 1988 semester. The College is now receiving funds at least two days sooner than it has in the past.

d. Investigate streamlining the manner in which the Community College bills other state agencies to avoid duplication of effort. Target date: Fall 1988.

Several meetings were conducted with representatives of various state agencies resulting in agreements to allow the College to submit computer generated forms where feasible.

e. Automate the monitoring of Students' College Work Study Award utilizing the College Human Resource System. Target date: Fall 1988.

The College Human Resource System has been modified to allow the Financial Aid Office to automatically monitor the Students' College Work Study Awards.

f. Evaluate several programming languages, referred to as fourth generation languages, to be used in conjunction with the College's data base system. Target date: Fall 1988.

The Department of Computer Resources in conjunction with the College Controller's Office considered several methods for making the information from the data bases available to members of the institution with a need to know. The goal was to find a software package or system that would interface with the College's data bases and be user friendly. Information Associates, the software company from which the Community Colelge has purchased its management information systems has integrated a fourth generation language called FOCUS into its financial accounting system. Since the system to be eventually selected must interface with Information Associate's application systems, FOCUS would be the logical choice.

After reviewing the status of FOCUS (primarily used with the financial system), it was determined that it is premature to move in this direction. By developing a series of programs that extract data from the College's data base systems and download to micro computers, the College has been able to satisfy the majority of the information requirements. The College will continue to evaluate the Information Associates/FOCUS relationship in view of the needs of the Community College.

Objective Two: Improve Fiscal Controls.

a. Perform internal reviews to ensure that the systems of internal control now in use are adequate and functioning as intended. Target date: End of fiscal year 1988/89.

To date, the internal reviews listed below have been conducted. All necessary remedial action has been taken.

1. A review of the College's student accounts receivable to determine if the current system can be modified to further reduce the number and amount of accounts receivable was performed. The review revealed that the present system was adequate and no major changes were needed. The College requested the Office of Higher Education's internal audit staff to perform an audit of the billing and receivable functions. No findings or major recommendations resulted from this review.

2. A review of the manner in which the College rents out its facilities to outside organizations was performed to determine if the entire process is operating in a cost efficient manner. The review revealed that the process was being performed in a cost efficient manner. As part of the review, the rates being charged were also reviewed and have been updated.

3. A review of the Lecturer's Monthly Payroll System was performed to ensure that adequate controls are in place. The review consisted of obtaining and matching all courses as contained in a listing provided by the Registrar's Office to those being paid on the lecturer's payroll. The review was done in both the Summer and Fall 1988 Semesters. Approximately 900 courses were compared and no material weaknesses were found. Because of the inherent control feature of this review process, it will be performed at least annually.

4. The College established a committee consisting of department heads from all three College divisions which reviewed and will continue to review and evaluate various college-wide internal control functions. This committee was instrumental in complying with the Financial Integrity and Accountability Act of 1986.

b. Review all present source documentation for both monthly and bi-weekly employees in order to establish a Personnel Expenditure Projection System that can be easily and accurately maintained. Target date: Spring 1989.

The review of the systems and forms used to communicate personnel data among the various units within the College have been completed. Revised forms and systems have been designed for the bi-weekly, monthly and temporary agency help categories. The revised systems will be fully implemented by the Fall of 1989.

Objective Three: Restructure a planned program of Asset Protection to protect and improve College facilities.

a. Analyze and reconfigure the Five Year Asset Protection Plan and reestablish project priorities. Target date: Spring 1989.

The Five-Year Plan continues to be refined based on funds available and project importance. The plan will be formally updated in late Spring 1989 for submission with the Fiscal Year 1990 Budget Allocation.

b. Proceed with renovations of the faculty office area at the Knight Campus, completing the entire second floor. At the Flanagan Campus a new lab for the Dental Hygiene Program will be constructed and additional work will be completed in other areas to improve classroom space. Target date: End of Fiscal Year 1988-89.

The entire second floor renovation of faculty office space was completed as planned, and the remaining third floor area will be completed on schedule. All classroom enhancements at the Flanagan Campus were completed and the new Dental Lab opened for the Spring Semester 1989.

Objective Four: Enhance the process of attraction, selection, retention, development, and utilization of human resources.

a. In conjunction with TIAA, develop an automated system for computation of the Maximum Exclusion Allowance (MEA). Computerization will save many hours and reduce the possibility of error. Target date: Fall 1988.

The software package and file layouts were acquired from TIAA and installed. Internal programming provided data communication between TIAA software and the CCRI data base. The automated individualized computations of the MEA has reduced the response time to the employee from approximately two weeks to two days. Computational efforts have been eliminated. The system was operational by Fall 1988.

b. Automate the procedure for authorizing the state to process changes such as salary increases that affect a significant number of employees. Target date: Fall 1988.

File layout and processing procedures were obtained from the State Data Processing Department. A series of programs were developed in-house to accommodate all Non Classified faculty and staff salary increases at CCRI. Testing was completed in May of 1988. Implementation was completed by Fall of 1988.

c. Begin the final phases necessary for implementation of the Human Resource System. Target date: End of the 1988/89 fiscal year.

Employee file conversions were completed in May of 1988. Testing and parallel operations required for report and data processing verification were completed by the end of Summer 1988. System training of personnel staff is ongoing. As currently planned, the Human Resource System will be totally operational as of the end of the 1988-89 fiscal year.

d. Investigate the feasibility of changing employee ID cards to computerized terminal display of photo ID cards. Target date: Spring 1989.

The feasibility study was completed in the Fall of 1988. It was found that, with current technology, it was not economically feasible to implement the system at this time. Reviews of state-of-the-art photo ID displays will take place periodically as computer technology is enhanced.

Objective Five: Improve services of the Bookstore.

a. Study the entire operation of the Bookstores including staffing, organizational structure, and buying procedures to improve services. Target date: Spring 1989.

An outside consultant was hired by the Bookstores to conduct a complete review of all phases of operation of the two stores as well as the satellite operations. The consultant's report was very favorable to the overall management of the Bookstore and contained several helpful suggestions in the areas of staff and purchasing procedures that will be reviewed for implementation over the next year.

III. STUDENT AFFAIRS

Goal: To provide comprehensive programs and services which support and enhance the educational, social, and physical growth and development of the general college population and the community as a whole.

Objective One: Strengthen recruitment efforts in order to continue to attract a diversified student population.

a. Review the recommendations of the consultant who evaluated the Admissions Department early this year and implement those recommendations which are appropriate. Target date: Spring 1989.

A reorganization, combining the areas of Admissions and Registrar to form one "Office of Admissions and Records", was submitted to and accepted by the Board of Governors. The plan is currently in the process of implementation. The anticipated completion date is August 1989.

b. Assist the College's academic divisions in promoting and increasing daytime enrollment at UEC. Target date: Spring 1988.

The Admissions staff has been involved in recruiting efforts to increase enrollment at UEC, including participation in open house activities. Recruiters from the Educational Opportunities Center grant program are also assisting in promoting the Urban Educational Center.

c. Review and strengthen the international student admissions process by integrating it with other student service components. Target date: Spring 1989.

The Admissions Director in conjunction with the Associate Dean of Students at Knight Campus is forming an International Student Organization. In addition, the Director has been working with the Financial Aid Office to locate employment opportunities for international students.

d. Implement selected portions of the Minority Recruitment and Retention Task Force Report. Target date: Spring 1989.

Representatives of the Admissions Office have been serving on the Minority and Retention Task Force. This has resulted in the submission and acceptance of an Incentive Grant Proposal for a Mentoring Program. A minority brochure has been developed and disseminated and staff have been working with faculty of particular programs in recruiting minority students.

e. Strengthen the recruiting efforts of the newly created Southeast Asian Center. Target date: Spring 1989.

The Southeast Asian Center has now a full complement of staff. Approximately 40 students have been recruited for the current year and an additional 40 are anticipated as new students in the Fall of 1989.

f. Develop data collection mechanisms that will provide information relating to the current mix of students enrolled in the institution in order to identify target markets, and the non-academic as well as the academic needs of our student population. Target date: Fall 1988.

The Registrar's Office has worked with the Offices of Affirmative Action and Institutional Research in order to obtain a better understanding of reporting needs. Registration forms have been redesigned to encourage the collection of essential data.

Currently the Office of the Registrar is developing the specifications for a student tracking system. Recent visitations with area and regional institutions have provided insight and confirmed the data requirements for a sophisticated student tracking system. These meetings and meetings with several academic department chairs will be the basis of future developments in the area of student tracking.

Objective Two: Expedite the course selection process for students.

a. Implement a telephone registration system that allows for marketing to target groups, ease of access to the institution, and a system for registration that is least labor intensive. Target date: Spring 1989.

A Telephone User System has been purchased and installed. This system was successfully test marketed at the Spring 1989 walk-in registration.

b. Secure the support and investigate options for funding an on-line degree audit/advising system that works in conjunction with the telephone registration and the on-line student information system. Target date: Spring 1989.

The Office of the Registrar has received a grant in the amount of $72,000 from the Board of Governors for the explicit purpose of investigating and procuring a Degree Audit/Advisement System. The system that will be purchased has been developed by Information Associates.

c. Investigate the use of the College Hour as a class scheduling time and investigate a class scheduling matrix that may better utilize the facilities and resources of the institution. Target date: Fall 1988.

The Office of the Registrar has explored the possibility of moving the College Hour in order to utilize space and resources better. The overwhelming reaction of faculty, department chairs and student affairs personnel indicated that the College Hour, as presently scheduled, does serve a most important function. Almost 1,200 students are currently involved in activities during the College Hour, as it currently exists, and to move that period to another time would probably disrupt a positive experience for these students. Therefore, the College Hour will remain as it is presently scheduled.

Objective Three: Improve the effectiveness of the Financial Aid Office.

a. Design and implement an automated guaranteed loan procedure. Target date: Spring 1989.

The implementation of an automated guaranteed loan procedure is still in progress. Rather than designing a system internally, the college has joined with the Rhode Island Higher Education Assistance Authority in an effort to secure a model being used by the Montana State System. The process should be completed by Fall 1989.

b. Improve the counseling services to potential loan recipients and create comprehensive exit interview procedures for current borrowers. Target date: Fall 1988.

A comprehensive exit interview procedure for loan recipients has been implemented.

c. Create a financial aid program for students enrolled in a program of study overseas. Target date: December 1988.

A financial aid program for students enrolled in a program of study overseas has been established.

d. Revise the financial aid academic appeals procedure. Target date: January 1989.

The revision of the academic appeals procedure will not be totally accomplished by January 1989. The procedure has been streamlined but recommended changes to the content of the policy have been tabled pending an investigation by Dean of Instruction regarding the possible implementation of an institutional academic standards policy.

Objective Four: Improve the efficiency and quality of advising and counseling services.

a. Determine the feasibility and impact of implementing a telephone advising system operating from 8:00 a.m. to 9:00 p.m. Target date: Fall 1988.

A feasibility study has been conducted to address the advantages and disadvantages of the implementation of a telephone advising system. While allocation of resources and professional staffing are chief disadvantages, the increased visibility and enhanced communication with faculty members whould be a prominent advantage. At present this program is not financially feasible.

b. Determine the feasibility and impact of publishing a student-run monthly advising newsletter. Target date: Spring 1988.

The need for this publication has not been fully supported. Other publications such as the evening advisor's newsletter seem sufficient at this time.

c. Revise the present Advising and Counseling Procedures Manual to include the use of new computer resources in the management of advising and counseling cases. Target date: Fall 1988.

This manual is currently being revised. It will be completed this semester.

d. Conduct staff development workshops designed to train staff in the productive use of ALL-IN-ONE and the SIS (writing reports, session notes, and managing student records). Target date: Fall 1988.

Staff in Warwick and Lincoln have attended classes and are proficient in the use of ALL-IN-ONE and the Student Information System. The training included word processing electronic messages and desk top management.

e. Review and update the present inventory of tests and questionnaires. Target date: Spring 1989.

Testing inventory and student needs have been assessed. While current vocational/psychological instruments are sufficient, it has been determined that there are new instruments on the market which can enhance effectiveness of service delivery. These will be ordered when sufficient funds are available.

f. Test and implement the CCRI Risk Assessment Inventory. Distribute description to faculty. Target Date: Spring 1989.

This is a sabbatical leave project.

g. Expand the successful satellite recruitment and retention program targeting evening students. Target date: Fall 1988.

Using student information sheets, an assessment of the numbers of non-matriculating students and their educational goals has been completed. A data base is being created this semester and a recruitment program will be implemented to attempt to move identified unclassified students into programs of study.

h. Develop an advising and counseling "standard" for each service offered by the department, i.e., model behavorial approach for counselors. Target date: Spring 1989.

Standards are currently being developed and training of counselors is expected to begin this summer.

i. Develop and implement a telephone procedures "standard" for use in the advising and counseling center. Distribute and train staff. Target date: Fall 1989.

There is presently in outline form a draft of standards for staff's handling of incoming calls. Meetings have been scheduled with staff for input and a plan will be implemented in the Spring 1989.

j. Extend the program evaluation model developed and implemented during the 1987-88 year to provide a more detailed analysis of the efficiency and quality of services. Target date: Spring 1988.

Evaluations and analysis are ongoing and will generate a status report at the end of the spring semester.

k. Work with the Human Services Department to address the implementation and establishment of a student internship program. Target date: Fall 1988.

The counseling staff and the Department of Human Services have discussed the feasibility of establishing a student internship program. It was determined that this would be an appropriate placement, but objectives for the internship need to be developed. This activity should be completed this spring.

l. Revise current freshman scheduling activities (Fall/Spring) and increase integration of services from academic chairs in order to maximize student yield. Target date: Fall 1988.

An increased number of faculty from various academic departments have become involved in freshmen scheduling activities.

Objective Five: Improve linkages to employment for current students and graduates.

a. Develop a comprehensive job search program which will allow students to access pertinent information necessary to conduct their own thorough job search. Target date: Spring 1988.

This activity has not been completed because the placement officer's position has been vacant since mid-semester Fall 1988. This activity will be resumed when the position is filled.

b. Assist with the development of student placement in conjunction with the new cooperative education program via individual and group workshops. Activities will include career exploration, resume writing, interview skills, and establishments and maintenance of credential files. Target date: Fall 1988.

Because of a vacancy in the Placement Office and the delayed start-up at the cooperative education program, the target date for this activity has been moved up to Fall 1989.

c. Expand current job bank listings from an average of 200 full-time positions to 250 full-time positions. Target date: Spring 1988.

The placement job bank now has 260 full-time positions on file.

Objective Six: Expand and improve the quality of athletic offerings.

a. Increase the support services provided to student athletes, including a drug referral program and improved academic advising. Target date: Spring 1989.

CCRI improved significantly its support services to student athletes this academic year. An academic counseling program was implemented and is currently serving 150 student athletes and a student assistance program was put in place. This program serves not only student athletes but the entire student body. It deals with substance abuse and a variety of other issues facing today's college population.

b. Study the feasibility of increasing the varsity sports program to include swimming. Target date: Spring 1989.

A study was completed regarding the feasibility of establishing a varsity swim program at CCRI. The study concluded that while there is a need for a two-year varsity schedule in Rhode Island, there is little support for swimming programs at two year institutions in New England. It would not be possible to generate a competitive schedule in this geographic area and expensive to develop a schedule that would require consistent travel outside the region.

c. Investigate recruitment options designed to attract the local student athlete. Target date: Spring 1989.

The Athletic Department continues to host as many interscholastic events as possible. Additionally, interscholastic athletes, their coaches, and their parents are hosted at events with department staff present to answer questions. A conscious effort has been made to increase campus visits for the athletes and parents.

Objective Seven: Improve delivery of services to special populations.

a. Expand accessibility of programming to visually impaired and learning disabled students through acquisition of adapted computer hardware and software. Target date: Spring 1989.

Large print DOS software has been purchased and is in operation. This software allows use of a microcomputer as a large print terminal without having to dedicate the hardware.

CCRI has been selected as the training site for the Kurzweil Personal Reader. As such, the college receives a 20 percent discount off the purchase price. Funding for this equipment will be drawn from several sources, including State Services for the Blind and Visually Impaired, the CCRI Foundation, the Lion's Club Sight Foundation, and the Division of Student Affairs. Letters of request and proposals for funding have been submitted to SSBVI and the CCRI Foundation. A proposal is being written for submission to the Sight Foundation. In the interim, the Kurzweil Company has agreed to deliver the KPR based on partial payment with the balance due.

b. Explore the development of a pilot project to establish a mentoring system for minority students. Target date: Spring 1989.

The College received funding through the Board of Governor's Incentive Fund for Excellence to establish a Minority Mentorship Program designed to serve 200 CCRI students in the first year and 400 in the second year.

c. Enhance the career exploration opportunities for minority students by securing funds to offer a workshop series on successful minority role models in the work world. Target date: Spring 1989.

Funds were not awarded for this project. However, there will be some activity in this area through another project designed to increase the employability of disabled students.

Through networking efforts with the special education staff of Central Falls and Pawtucket, contact was made with bilingual staff from those cities. Plans are presently being discussed to design a pilot project with their departments and the Office of Access to Opportunity in conjunction with the Tech Prep 2 + 2 Program to run workshops for Hispanic and Portugese high school students on opportunities for technical training through the Community College. Currently enrolled CCRI students of Hispanic and Portugese backgrounds will be active participants in this project.

d. Implement a cooperative agreement with the State Department of Human Services (DHS) in order to place EOC recruiter advisors in DHS offices statewide. Target date: Fall 1988.

Through an agreement with DHS, Educational Opportunity Center recruiter advisors are located in the Providence, Pawtucket, Warwick, West Warwick, Coventry, Woonsocket, and Cranston DHS offices.

e. Implement outreach strategies in order to recruit students from the minority communities. Target date: Spring 1989.

Strategies have been developed which have increased visibility in low income communities through site visits to community-based organizations that serve the same population.

f. Improve the EOC Skills Center to include tutorial assistance programs for postsecondary education students. Target date: Spring 1989.

The percentage of postsecondary students making use of the EOC Skills Center has increased to the point where it represents 50 percent of the total center population.

g. Investigate day care options for UEC. Target date: Spring 1989.

Options for child care have been investigated. None have been capable of implementation to this point. New alternatives are being researched.

Objective Eight: Strengthen the structure of student life activities.

a. Evaluate and revise the current model of the College Judicial System, particularly student rights and responsibilities. Target date: Fall 1988.

The College's statement on student rights and responsibilities has been totally revised. It clarifies the process of student disciplinary action and sanction for behavior and appeal.

b. Strengthen internal controls as they relate to reporting procedures and fund accountability for agency accounts. Target date: Fall 1988.

A policy manual has been developed which describes the process of fund accounting, ticket sales, expenditures of money from individual organizational accounts, and their deposits. All involved with these accounts are now familiar with and responsible for adhering to improved reporting procedures.

c. Develop a proposal to revise the activity fee structure for students. Target date: Spring 1988.

A proposal has been developed for increasing the student activity fee.

d. Investigate the feasibility of increasing revenues in student activities and athletics. Target date: Spring 1989.

The proposal for increasing the student activity fees will be submitted for approval to the Board of Governors as a means of increasing revenues for student activities.

e. Develop student leadership training activities to enhance the effectiveness of student organizations. Target date: Spring 1989.

Two seminars were conducted in the Fall 1988 semester for representatives of all clubs and organizations. Similar activities will be presented in the second semester.

f. Enhance the development and offerings of educational programming activities to heighten community involvement, i.e., educational seminars and health related programs. Target date: Spring 1989.

A number of student organizations have promoted a series of seminars that have dealt with issues related to literature, marketing, advertising, personal development, and health related concerns. The Student Health Department has also promoted an awareness of several health concerns through the development of "Wellness Week" activities. In addition, student success seminars were conducted in the Fall of 1988 with a group of new students to enhance academic survival skills. The Student Assistance program which features the training of student services staff as a resource to help students, faculty, and staff deal with drug and alcohol problems and concerns is also currently functioning.

IV. AFFIRMATIVE ACTION

Goal: Continue to implement the College's Affirmative Action Plan adopted for 1987-88.

Objective One: Continue the College's commitment to the employment of women and minorities in job categories in which there is underrepresentation.

a. Work with community agencies to encourage women and minorities to apply for employment vacancies at the College. Target Date: Spring 1989.

The Director of Affirmative Action has met with directors and employees of the Opportunities Industrialization Center, Urban League and other community agencies to encourage them to apply for job vacancies at the Community College. The College's overall hiring rate for 1988 was 48 percent women and 11.7 percent minorities. One hundred percent of the faculty members hired for 1988 were women.

Objective Two: Continue the development of a college-wide atmosphere which is sensitive to the needs of women, minorities, handicapped, employees, and students.

a. Promote positive attitudes toward minorities, women, handicapped, employees, and students by sponsoring training programs on the issues of non-sexist language, attitudes, and cultural awareness. Target Date: Spring 1989.

The Director of Affirmative Action Programs has developed a training program on non-sexist language, attitudes, and cultural awareness. The program from employees will begin in the Spring of 1989.

Goal: Continue the College's commitment to increasing the number of minority students in all academic programs.

Objective One: Ensure that minorities are made aware of the educational opportunities that are available at the Community College of Rhode Island.

a. Seek funding from the Blue Ribbon Commission Fund for Excellence for the purpose of employing a coordinator for minority activities to focus on minority recruiting and retention issues. Target date: Spring 1988.

A grant was written and funding received to hire a Coordinator of Minority Retention. The Mentor Program has more than 75 students enrolled in the program at this time.

b. With the assistance of the Admissions Office, visit high schools within the state and hold workshops to encourage minorities to attend CCRI. Target Date: Spring 1989.

The Director of Affirmative Action Programs teaches a class at Mount Pleasant High School as part of the school's Junior Achievement Program. This program encourages high school students to stay in school and attend college. This is just one of a number of initiatives the College has undertaken to recruit and encourage minority students to remain in school.

c. Coordinate on-campus tours for community organizations such as Opportunities Industrialization Center, Urban League, and other community groups who are oriented toward the educational needs of minorities in Rhode Island. Target Date: Spring 1989.

The Director of Affirmative Action Programs assists the College's Admissions Office in giving on-campus tours to minorities from area high schools.

d. Expand and strengthen the Urban Educational Center Advisory Board. Target date: Fall 1988.

The Urban Educational Center's Advisory Council has been reorganized, and the Council members have worked to strengthen the Center through the development of missions statements and by-laws.

V. INSTITUTIONAL RESEARCH AND PLANNING, DEVELOPMENT AND PUBLIC RELATIONS

Goal: To promote and support critical appraisal among staff by collecting, translating and summarizing data and information into formats which are useful for planning, decision making, and policy formulation.

Objective One: Develop (or expand) and distribute reports to key staff to help them in planning, decision making, and policy formulation.

a. Expand and update the report on high school applications, enrollment yields and percent of graduates attending CCRI to include four or five year trends to encourage staff to set yield goals for subsequent years. Target date: January 1989.

A report on high school applicants, enrollment yields by school, and percent of graduates enrolling in programs was distributed to the President's Council in January. An expanded report on five-year trends by high school was also provided.

b. Develop a summary report on entering students. Information collected from students during orientation sessions will be translated into a report useful for planning. Target date: Spring 1988.

A summary profile of 1,820 incoming students who attended a scheduling session during the summer of 1987 was distributed to administration, deans, directors, and chairpersons in May 1988.

c. Work with the Computer Center Director to develop and/or revise any new IPEDS (formerly HEGIS) report formats for the National Center of Educational Statistics and the Office of Higher Education. Target date: December 1988.

With the assistance of the Computer Center Director, modifications were made to the IPEDS report formats for the National Center of Educational Statistics and for the Office of Higher Education by December 1988.

d. Complete a Summer Enrollment Summary and distribute this to all deans, directors and chairpersons during the month of September 1988.

A Summer Enrollment Summary was completed and distributed to all deans, directors, and chairpersons during the month of September 1988.

e. Prepare and complete the Fall Admissions Report by November 1988. Streamline the information collection and analysis process in the production of the Fall Admissions Report. Target date: November 1988.

The Fall Admissions Report, a five-year summary of in-state and out-of-state students admitted into programs each fall, was completed in October 1988.

Objective Two: Develop studies, questionnaires and/or summarize and interpret information collected to assist staff in planning, decision making, and policy formulation.

a. Work with the placement officer to produce a placement suvey of graduates of the class of 1988. Target date: June 1989.

An official graduate file of the class of 1988 was prepared for the placement office. The survey process and report summary has become more automated and a report from the placement office is anticipated in the Summer of 1989.

b. Summarize and interpret the Fall 1988 enrollment statistics and student characteristics as they relate to changes in the populations which CCRI serves. Target date: December 1988.

A Fall 1988 enrollment report was prepared and distributed on November 4, 1988. It highlighted the record headcount and near record FTE enrollment by type, status, program, race and sex.

Objective Three: Seek more sophisticated and efficient means to provide information which supports critical appraisal among staff.

a. Continue to learn more advanced applications of available software systems like LOTUS 1-2-3, STATPAC, and DBASE III Plus to improve the efficiency and effectiveness of the Office of Institutional research. Target date: Spring 1989.

With the additions of some software such as Harvard Graphics and Statpac Gold, coupled with faster micromputer technology, this office has been able to improve its efficiency and effectiveness over the past year.

b. Work with computer center staff to increase the availability of extracted files and downloaded data elements for improved report generation. Target date: Fall 1988.

Extracted files have been readily available for the Fall of 1988. With the implementation of a new software release from Information Associates, some of these extracts will be modified for the Spring 1989 semester.

Goal: To foster cooperative interinstitutional planning and decision making for the purpose of improving our overall State College system by working with the Office of Higher Education, the University and the College.

Objective One: Participate in interinstitutional planning and produce comprehensive reports which contribute to the management of the State College system.

a. Prepare a section size report by instruction delivery method from the Fall 1987 semester. Target date: March-April 1988.

A report entitled Instructional Delivery Methods and Section Size for Fall 1987 was prepared in March 1988 in cooperation with the interinstitutional planning committee. In August 1988, the report was presented to the Board of Governors.

Goal: To encourage faculty and staff to respond to grant opportunities for special projects.

Objective One: Develop institutional priorities for seeking grant monies.

a. Work with the President's Council, mid-management team and faculty committees to identify both needs and priorities, such as Degree Audit System, Fourth Generation Programming Language (4GPL), Cooperative Education, Minority Affairs and College-Business training partnerships. Target date: Spring 1988.

Priorities were established and grants funded in the following areas:

1. Degree Audit

A total of $72,000 in grant funding was secured from the RI Board of Governors for Higher Education to establish a computerized degree audit system. The project was funded under the Challenge Fund for Management and Administrative Improvement.

2. Cooperative Education

A five year federal grant for approximately $750,000 was awarded by the U.S. Department of Education - Title VIII to launch an institution-wide Cooperative Education Program. Supplemental Cooperative Education funds were also received from the RI Department of Vocational Adult Education for $45,000.

3. Minority Affairs

A two year grant for $35,000 was received through the RI Board of Governors Incentive Fund to start a Minority Mentorship program. Additional funds are being sought in 1989 for this minority retention program from the U. S. Department of Education - Title III.

4. College-Business Partnerships

Several grants were funded to effect College-Business Training Partnerships such as:

- MHRH--Registered Nurse Training Program at $43,000.

- NUSC (Naval Underwater Systems Corp. - electronics technology consultation by three faculty at $59,000.

- MHRH--People in Partnerships--$128,000 from Workforce 2000 funds.

- Asbestos Removal Training Center--$243,000 received from the RI Department of Health for a three year contract.

- JTPA funding for Mental Health Aides ($15,370); clerical ($40,000); and data entry ($37,000).

b. Communicate priorities by incorporating grant related agenda items into the various committee meetings. Target date: Spring 1988.

The Development Office began conducting six month progress review meetings with grant staff to better monitor the grants and to maintain faculty interest in applying for grant funds.

Objective Two: Inform faculty and staff of grant opportunities relevant to both institutional priorities and/or individual interests.

a. Announce federal, state and private foundation opportunities by direct mail, use of weekly College newspaper and at Department Chairs' meetings and Enrollment Management Team meetings.

These announcements are now made on an ongoing basis.

b. Host informational sessions on application procedures, specifically for such funding sources as the Blue Ribbon Commission/Office of Higher Education and the federal grants. Target date, as needed, in accordance with application announcements and submission deadlines.

Although group meetings serve the prupose of communicating general information, the demand for individual contact continues and has dramatically increased as more and more faculty become interested in submitting grant applications.

Goal: To strengthen the College's Foundation.

Objective One: Increase the assets of the College's Foundation.

a. Expand the Annual Fund Campaign's efforts to the business/corporate sector. Target date: Fall 1988.

The Nursing Fair has started charging registration fees for participating employers and the proceeds go to the Foundation. As a result of this effort, approximately $6,000 was contributed to the Foundation in 1988.

b. Increase the net profit of the Golf Special Event Fundraiser to $18,000 to $20,000 by securing major corporate underwriters at $3,500 each. Target date: July 1988.

No major corporate underwriters were secured for the event; therefore, the net profit of $9,000 was short of the anticipated goal.

c. Conduct a money raffle to raise $5,000 to $10,000. Target date: July 1988.

$5,000 was raised from this activity.

d. Develop another Special Event Fundraiser to raise $10,000 - $15,000 for Spring 1989.

A cycling tour of Rhode Island is planned for August 1989. At a minimum, expected proceeds will exceed $25,000.

e. Assign individual trustees to special projects to secure equipment needed by College faculty/staff which cannot be funded through the academic capital budget. Target dates: March 1, 1988, August 1, 1988, December 1, 1988, March 1, 1989.

These attempts have not been successful since trustees lack the specific knowledge necessary to meet the needs of the College's programs. It is more expedient for faculty to directly conduct the fundraising and for the Development Office to assist them in their fundraising efforts.

f. Approve a Foundation Investment Policy. Target date: July 1988.

An investment policy has been developed by the Foundation.

Objective Two: Increase the number of trustees who actively serve on the Foundation.

a. Selectively and aggressively recruit new candidates to increase the number of Foundation trustees to 100. Target date: June 1989.

This activity is on target. New trustees will be recruited in connection with the cycling special event fundraiser.

b. Provide education and training to board members on an ongoing basis and host an Annual Retreat for Planning in September 1988.

This activity is proceeding on schedule. The annual retreat has been rescheduled for Spring/Summer 1989.

c. Develop a mentoring program between board members and CCRI students. Target date: June 1989.

Plans are underway to foster relationships through the Cooperative Education Program, the Minority Mentors Program and the Career Beginnings (2+2) Program.

Objective Three: Disseminate Foundation funds on a systematic basis for special projects at the College.

a. Identify dollar amount, excluding scholarship funds, that will be available to fund College projects at the conclusion of the Annual Fund Campaign. Target date: December 1988.

The Foundation has agreed to allocate $5,000 a year to fund special projects of the College that are submitted in response to a request for proposals. Unexpended funds may be carried over to the following year, but the maximum amount of funds available in any calendar year will not exceed $10,000.

b. Develop and disseminate a request for proposal package to faculty and staff three times yearly. Target dates: August 1, 1988, December 1, 1988, March 1, 1989.

An RFP package was developed and approved by the Board of Directors.

c. Review proposals, allocate funds, and monitor projects funded. Target dates: October 1, 1988, February 1, 1989, May 1, 1989.

No CCRI Foundation projects were funded in Fall 1988 because applications did not meet eligibility criteria. Four applications have been received in response to the December 1 deadline and will be funded for a total of $6,287.

1. A $420 grant was awarded to establish an Employee Recognition Program that will recognize six individuals from the clerical staff, technical staff, and skill craft/service maintenance workers with an honorarium and a framed certificate.

2. A $3,000 grant was awarded to the 25th Anniversary Committee to partially offset the cost of printing and distributing an 8 page commemorative newspaper supplement.

3. A $90 grant was awarded to the Art Department to update the Art Clipping File.

4. A grant of $1,917 was awarded to help pay for equipment to assist low vision, blind and learning disabled students with their studies. The total cost of the equipment is $9,585.

d. Develop promotional materials on projects funded for use in the Annual Fund Campaign which highlight projects funded by the Foundation. Target date: January 1989 to August 1989.

Funded projects will be highlighted in the 1989 Faculty/Staff Appeal.

Objective Four: Generate consistent public relations news releases on the Foundation and its trustees.

a. Develop a Foundation Public Relations Committee. Target date: Fall 1988.

A combined Public Relations/Board Development Committee has been established for the Foundation.

b. Develop a public relations strategy for obtaining and publicizing information. Target Date: Spring 1989.

Development of a public relations strategy is on schedule.

Objective Five: Develop a cost-benefit study of a computerized data maintenance system for alumni recordkeeping and fundraising efforts.

a. Explore subcontracting options to purchase the data maintenance service. Target date: Summer 1988.

A preliminary informal study has suggested that an annual tracking service for two year colleges is cost prohibitive unless there exists permanent recordkeeping/data entry staff who can maintain data on a routine basis.

b. Estimate the average potential giving of alumni at two year community colleges on a national basis. Target date: Summer 1988.

Since the responsibility for the Alumni Association was transferred from the development Office to the Office of the Dean of Students, the emphasis has been on building membership rather than exploring fundraising capabilities.

c. Develop funding options. Target date: Fall 1988.

With the transfer of responsibility for alumni affairs to the Division of Student Services in Summer 1988, there was insufficient time to consider this activity. Funding options will be considered in the coming year.

Objective Six: Strength the CCRI Alumni Association

a. Reorganize the Alumni Association under the Office of the Dean of Students. Target date: Fall 1988.

The Alumni Association has been reorganized under the Office of the Dean of Students. With the assistance of the Office of Public

Relations, significant progress has been made in revitalizing the Alumni Association. The Executive Board has met, a mailing to 5,000 alumni was completed and at least two additional mailings are scheduled for the semester. One mailing will be an alumni survey to determine the kinds of programs and activities that the organization should sponsor in the future.

b. Plan at least one alumni activity as part of the College's 25th anniversary. Target date: Spring 1989.

A serious effort has been made to encourage alumni to participate in the celebration of the College's 25th anniversary. Alumni received a special invitation to the kick-off ceremony at the State House. An alumni reception will be held prior to the Bobby Hackett Scholarship Jazz Concert in April. Alumni were invited to bring their families to a children's dinner theater in March and is expected that there will be a social activity for alumni in late spring or early summer. Alumni will be invited to attend the 25th Anniversary Dinner Dance in October.

Goal: To establish and maintain effective programs that serve as a communications link to prospective students and their families, legislative and administrative officials, members of the press, and other citizens of the State, and to promote effective relations with appropriate agencies, associations, and institutions.

Objective One: Increase public awareness of the wide range of programs and services offered at CCRI.

a. Organize activities to celebrate the College's 25th anniversary that are designed to "showcase" CCRI programs and services to the public. Target date: Spring 1989.

A wide variety of 25th anniversary activities have been planned which provide CCRI with an opportunity to "showcase" its many programs and services. In addition to activities such as employee recognition programs, convocation, and a dinner dance which are designed primarily for the college community, the college has planned programs for the business community and alumni. A 25th anniversary commemorative publication, which presents an excellent overview of CCRI's history and the College today, will be circulated in weekly newspapers with a combined circulation of 83,000. All activities are being coordinated by faculty, staff and administrators who have volunteered to serve on planning committees.

b. Establish a Marketing Committee to develop appropriate marketing strategies for the College. Target date: Fall 1988.

The committee has been established and has met several times to begin to develop marketing priorities. It is expected that the committee will become more active as the Student Services reorganization more clearly defines the marketing/admissions connections.

c. Develop a marketing plan, incorporating recommendations of the Minority Recruitment and Retention Task Force, to promote CCRI in the minority communities. Target date: Spring 1989.

Marketing to the minority communities has been given considerable attention over the last six months. Promotional materials have been produced for recruiting minority students and for the CCRI Minority Program. In addition, Alpha Research Associates was retained to conduct a needs assessment survey for the Urban Educational Center. The firm recently presented its findings, and the College is in the process of reviewing the data and recommendations to determine how best to position this facility for the future.

d. Develop and implement special promotions which target programs of study with low enrollments. Target date: Fall 1988.

The Director of Public Relations has met with the chairpersons of low enrollment programs to discuss how the public relations and admissions offices can work together to bolster enrollments. As a result, some programs have been targeted for special promotion in the semester course bulletins which are circulated through the Providence Journal.

Objective Two: Improve internal dissemination of information to students.

a. Work with the newly created College Media Board to improve the student newspaper. Target date: Spring 1988.

The Director of Public Relations serves as Chairperson of the Colelge Media Board and, in conjunction with a professional consultant, works with the student newspaper staff. The two student newspapers (one on each campus) have combined, key staff members now have paid positions and are required to attend seminars in various aspects of journalism and newspaper production. The student newspaper has improved significantly over the last two semesters.

b. Complete the revisions of the formats of the catalog and master schedule designed to enhance the readability of the publications. Target date: Spring 1988.

These revisions have been completed.

c. Incorporate the newly created graphic institutional identity into all publications, advertising and communications. Target date: Spring 1988.

The new graphic institutional identity has been incorporated into all publications, advertising and communications.

Part II

Goals and Objectives
1989-1990

I. ACADEMIC AFFAIRS

Goal: To provide an ambitious array of postsecondary occupational programs and courses designed to prepare students for, and enhance their competencies in, parpaprofessional and technical jobs in business and industry beyond what might be achieved in high schools.

Objective One: Strengthen relationships with secondary schools in Rhode Island.

a. Establish an articulation program which includes advanced placement with secondary school business programs. Target date: January/February 1990.

b. Examine existing articulation programs (Electronics, Office Studies, Machine Design, Machine Processes, Computer Studies) and identify changes needed to improve them. Factors to be included will be recommendations from the Fall 1987 evaluation study, enrollment and retention figures, comparison of students' grades, and placement records, as well as from administrators and employers. Target date: December 1990.

Implement such improvements as may be indicated and feasible. Target date: December 1991.

c. Determine the feasibility of an articulation program in Engineering for students who have completed Robotics Technology at the high school level. Target date: May 1990.

d. Determine the possibility and, if feasible, offer a CCRI scholarship to a student from a vocational-technical articulated program. Target date: December 1990.

e. Expand the 2 + 2 Tech-Prep Associate Degree program to include high schools in Narragansett and North Kingstown. Target date: September 1989.

f. Develop a 2 + 2 Business Prep/Associate Degree Program to be implemented in Westerly High School and North Kingstown High School. Target date: September 1989 in Westerly and Spring 1990 in North Kingstown.

g. Develop a 2 + 2 Program for the Allied Health careers. Target date: Spring 1990.

Objective Two: Expand program offerings in identified priority areas.

a. Determine the need for a degree program in Human Services for health center activities directors. Target date: December 1989.

If the need for a degree program in Human Services exists, expand the certificate program and implement it. Target date: September 1990.

b. Continue development of a curriculum for health care translators, and identify sources for planning and implementation funds. Target date: December 1989.

c. Determine the need for, and the feasibility of, establishing the AAS/Technical Studies curriculum in Criminal Justice for police and correctional officers. Target date: December 1990.

If the need is determined and funds are available, appoint a coordinator for the programs to implement them in cooperation with appropriate external agencies. The estimated cost is $25,000 for a half-time coordinator, half-time faculty and part-time secretary. Target date: December 1991.

d. Review and implement the appropriate recommendations of the UEC consultants' report which relate to academic programming and services. Target date: Spring 1990.

e. Develop an overall strategy to better serve the clientele at UEC. Target date: Spring 1990.

f. Improve, by programmatic changes, the retention of minority students at UEC. Target date: Spring 1990.

g. Continue to work with EOC grant staff in identifying the educational needs of inner-city , low-income, and minority youth and adults as well as barriers that prevent their full participation. Help to develop a Talent Search grant to recruit at the secondary school level. Target date: Spring 1990.

h. Investigate the feasibility of offering a full developmental education program through the UEC Skills Center including Reading, English Composition, Math, Computer Literacy, and ESL. Target date: Spring 1990.

i. Develop a strong marketing program for UEC as part of CCRI to allow mainstreaming into postsecondary education for adults, urban poor, and minorities. Target date: Spring 1990.

j. Establish a permanent site for the CCRI/Providence Campus Urban Educational Center which will allow for comprehensive academic programs in a setting unique to the inner-city community. Target date: Spring 1990.

Objective Three: Expand programs offered to business and industry.

a. Develop plans for presenting a series of workshops directed to the needs of business and industry. Target date: Summer 1989.

b. Develop programs to meet the training needs of the companies that responded to an introductory business and industry office mailing. At present, plans for four programs should be completed by the Fall of 1989. Implementation is targeted for Fall and Spring 1989-90.

c. Become pro-active in meeting the needs of business and industry by participating in Chamber of Commerce meetings, business trade shows and technical societies. Target date: 1989-90.

d. Apply for funding through the Workforce 2000 project in order to enhance the programs for business and industry. Target date: Spring 1989.

Objective Four: Expand the opportunities for student participation in the Cooperative Education Program.

a. In conjunction with faculty, make the cooperative education option available to students in the Office Studies Program and Computer Studies Program. Target date: Spring 1990.

b. Develop an in-service workshop to train college personnel and faculty in the concepts, practices and supervision of cooperative education work experiences. Target date: Spring 1990.

c. Publicize and market cooperative education to the business community and CCRI students in order to increase participation by both groups. Target date: Fall 1989.

d. Begin the process of revising the curricula in Office Studies and Computer Science to incorporate cooperative education. Target date: Spring 1990.

e. Seek additional funding for the Cooperative Education Program. Target date: Spring 1990.

f. Increase the number of networking contacts for the Cooperative Education Program. Target date: Spring 1990.

Objective Five: Expand Nursing and Allied Health Offerings.

a. Implement the second year of the Nursing Program at the Newport Satellite. Target date: Fall 1989.

b. Implement the second year of the Dental Hygiene Program. Target date: Fall 1989.

c. Begin to implement the Physical Therapist Assistant Program by searching for a program director and faculty, refining the curriculum and preparing for accreditation. Targe date: Summer 1989.

d. Implement an evening nursing program at Flanagan Campus. Hire five faculty and select students for first level. Target date: Summer 1989.

e. Conduct a feasibility study on the need for expansion of the Radiography Program into some of the new areas in that specialty. Target date: Spring 1990.

Goal: To give special attention to the quality of College offerings and the effectiveness of its instruction.

Objective One: Improve performance in assessing the quality of academic programs and services.

a. Examine the results of curriculum assessment in Fine Arts, Chemical Technology and AAS/Technical Studies conducted in 1988-89 and make recommendations for designing an action plan to implement those findings. Target date: Spring 1990.

b. Develop a status report and plan for continuing action in the Liberal Arts. Target date: Spring 1990.

c. Develop and implement a method of outcomes assessment in the Liberal Arts. Target date: Spring 1990.

d. Monitor the English (reading and writing) and math testing and placement procedures to idetnify any additional changes necessary, and incorporate these into routine practice. Target date: September 1990.

e. Implement the academic retention policy as approved and identify revisions needed after a full year of operation. Target date: May 1990.

f. Conduct internal program assessments in Fire Science and Office Studies. Target date: Spring 1990.

g. Monitor the activities planned in Industrial Technology (Electronics/ Instrumentation, Machine Design, Machine Processes) and Liberal Arts as a result of those assessments completed in 1987-88. Target date: Spring 1990.

h. Produce a video for new and part-time faculty which will cover topics such as the role and mission of the College, the scope of instructional and student services programming, and will characterize the heterogeneous nature of the student body. Target date: Fall 1989.

i. Investigate need for in-house faculty/staff development programs targeted to improve the quality of undergraduate teaching. Target date: Spring 1990.

j. Explore the relationship among courses/credit offerings which are alternatives to classroom study, including prior learning assessment, independent study, cooperative education and the Honors Program. Target date: 1989-1990.

k. Form an intra-institutional committee for the purpose of sharing information on data sources and capabilities for completing reports and research projects. Target date: Fall 1989.

l. Implement an assessment package which was written specifically for Learning Resources Centers at community colleges. Target date: Fall 1989.

m. Assess the present status of computer support within the academic area to develop a three-year plan to support those activities. Specific items to be addressed include the main frame, micros, software, and floor space. Target date: Fall 1989.

n. Explore the feasibility of obtaining a satellite dish to be utilized for off-air academic support. Consider technical needs as well as maintenance and personnel support. Target date: Spring 1990.

Objective Two: Expand opportunities for students to participate in intellectually challenging programs and activities.

a. Encourage faculty and eligible students to participate in the Honors Program. Target date: Spring 1990.

b. Develop a plan to reimburse faculty for mentoring Honors projects. Target date: Spring 1990.

c. Work toward developing an interdisciplinary Honors seminar which might be required for all prospective graduates of the Honors Program. Target date: Spring 1990.

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d. Develop a continuing series of intellectually stimulating programs to be offered during the College Hour on a regular basis. Target date: Spring 1990.

e. Investigate the possibility of linking the College (as a Bicentennial Campus) with the Rhode Island Bicentennial Committee to produce on program/forum in honors of the Bicentennial celebration of the United States Constitution. Target date: Spring 1990.

Objective Three: Improve articulation with other state educational institutions to assist students in the transfer process.

a. Complete the planning of a five year program leading to certification in Business Education, involving CCRI and RIC. Target date: Spring 1990.

b. Reach an agreement with URI regarding the transfer of non-traditional students at CCRI who have received an A.S. degree but who may lack some of the high school prerequisites URI is requiring for incoming students. Target date: Fall 1989.

Goal: To provide adult residents of Rhode Island with open access to postsecondary education.

Objective One: Provide new opportunities for Rhode Island residents to avail themselves of educational opportunities.

a. Provide on-site instruction to Navy personnel who are restricted to the U.S. Navy Base in Newport, RI. Target date: Summer 1989.

b. Increase the telecourse offerings in the areas of mathematics and foreign languages. Target date: Spring 1990.

c. Study the feasibility of offering telecourse instruction in an alternate format. Target date: Fall 1989.

d. Consider the possibility of offering additional sections and/or courses at the Newport Hospital satellite. Target date: Spring 1990.

e. Seek out partnerships with business and industry to tie into the Governor's Workforce 2000 program. Target date: Spring 1990.

f. Explore the feasibility of producing a newsletter for students at satellite campuses. Target date: Spring 1990.

Goal: To respond to community needs by offering appropriate public service programs.

Objective One: Expand non-credit course offerings on campus and at the satellite facilities.

a. Expand non-credit course offerings at the Urban Educational Center, Woonsocket, Westerly, Middletown, East Providence, Federal Hill House, Warwick, and Lincoln. Examples of course offerings include: Boating Safety, Organizing a Small Business, S.A.T. Prep, Basic Woodworking, Hazardous Substance Right-to-Know Act, Celestial Navigation. Taget date: 1989-90.

b. Establish an adult basic education or learning center at the Lincoln campus. The center would be open days and evenings and would serve educationally disadvantaged adults, minorities, immigrants, and refugees. Services provided will include testing and assessment, advising, pre-vocational academics, high school equivalency preparation, citizenship training, survival English, and adult basic education. Target date: Spring 1990.

c. Conduct a study of the relationship of Community Services courses and programs to study entry into credit courses and degree programs. The study will seek to identify and enumerate those students and participants who transition from non-credit activities into credit programs and to implement procedures for providing information on educational opportunities at the College. Comparison of matriculation from numerous programs and activities will be reported and studied in order to establish methods of improving enrollment. Target date: Spring 1990.

II. ORGANIZATION, MANAGEMENT AND FISCAL AFFAIRS

Goal: To promote effective and efficient management practices for the institution by implementing cost-effective measures and monitoring the return, seeking new sources of funds, encouraging creative solutions to problems and fostering good working conditions and improved internal communications.

Objective One: Advance the use of computers for improved management by College administrators.

a. Replace the current central processing facilities with a DEC 6330 processor and additional storage designed to expand capability in order to meet the maximum demands placed upon the system as a result of increased availability of integrated data and information software systems.

This is necessary because over the past several years the College has continually upgraded the software systems used by the administration for daily operation, information exchange and reporting.

New software has moved the college to integrated data systems, electronic mail, centralized word processing support, touch-tone telephone registration and degree audit. The applications are utilized and maintained through a network supporting 96 ports and approximately 300 terminals, printers and microcomputers at the two main campuses of the College, Urban Educational Center, Newport Hospital and several outlying community centers.

b. Investigate the feasibility of streamlining the billing of the Federal Government for the various types of student aid that the College administers. If the process can be streamlined, the College would be able to bill the Federal Government for these funds earlier than it has in the past. Target date: Summer 1989. If feasible, the process would be implemented during the Fall 1989.

c. Study the feasibility of automating the Tuition Revenue Reporting System. The Controller's Office and the Department of Computer Resources will explore the possibilities of generating student registration and billing data in formats that will allow tuition revenue reports to be generated automatically. Such reports would be available sooner and would be helpful in the budget preparation and review process. Target date: Fall 1989. If feasible, implement the automated tuition reporting process in Spring 1990.

d. Investigate the feasibility of automating the currently manual process by which salary distributions for classified and nonclassified employees are input to a personal computer for the purpose of budget projections. Target date: Fall 1989. If feasible, implement the new process in Spring 1990.

Objective Two: Improve Fiscal Controls.

a. Perform internal reviews of at least three college operating systems to ensure that the systems of internal controls now in use are adequate and functioning as intended.

Review the procedures used by the Bookstores to compute and record the retail inventory values and implement changes as needed.

Review the Lecturer's Monthly Payroll System. The review will focus on ensuring that departments are adhering to their budget allotments. Changes will be implemented as needed.

Review the budgetary controls currently in place for grant expenditures to determine if they are working effectively. Changes will be implemented as needed. Target date: The end of Fiscal Year 1989-90.

b. Review the present budget planning process in terms of redefining guidelines for the development and allocation of certain unrestricted budget lines to conform to present and emerging institutional and divisional priorities. Target date: Fall 1989.

c. Investigate the feasibility of consolidating three separate labor distribution reports into one to save computer time and personnel costs. The reports are generated to reflect student help, regular payroll and monthly lecturers expenditures. Target date: Fall 1989. If feasible, complete the consolidation in Spring 1990.

d. Determine the feasibility of reorganizing the tuition collection process at the Knight Campus during the walk-in registration process. The goal of such a reorganization is to make the process more convenient for students by reducing the long lines. Target date: Summer 1989. If the results of the study and test work are positive, implement the reorganization for the Fall 1989 semester.

e. Develop a formal fiscal note process to be used in conjunction with the President's Management Letter and Long Range Planning. Target date: Spring and Summer 1989.

Objective Three: Restructure a planned program of Asset Protection to protect and improve College facilities.

a. Update the College's five-year Asset Protection Plan to focus on those items which have become highest priority. Emphasis will be placed on projects which, if not addressed, would deteriorate further to a point where safety and security could be compromised. Particular sections of walkways and roads will be an important part of the plan. Target date: Spring 1990.

b. Complete a thorough investigation of available telecommunications systems and proceed with the requisitioning and appropriate financing of the one which proves best in light of the College's present and projected needs. Emphasis will be placed on digital transmission systems which will increase communications speed and capacity between the two main campuses, UEC, and all satellite locations. Target date: Requisition by Spring 1990.

c. Identify and proceed with the purchase of a permanent facility in Providence for UEC. If the program's present location proves unobtainable, suitable land and buildings within the same area of the city will be identified. Target date: End of Fiscal Year 1989-90.

Objective Four: Enhance the processes of attraction, selection, retention, development, and utilization of human resources.

a. Develop an automated Retirement Benefit Illustration service in conjunction with TIAA/CREF, to project the various retirement incomes available to prospective retirees. The illustrations will provide estimates of the monthly amounts of annuity income payable to participants at retirement based on factors such as the size of accumulations, the age of the participant, the income options elected and the TIAA annuity pay-out rate. The system will be designed to calculate retirement benefits under the several lifetime income options available to assist employees with their retirement planning. Target date: Fall 1989.

b. Expand the computerized employee history file to include employment data on all terminated employees in order to provide information for the analysis and tracking of past, present and future trends in hiring, promotion, and retention. Once completed, turnover, career paths, etc., will be analyzed by factors including department and occupation. Target date: Spring 1990.

c. Begin the production of a new employee orientation video with a revised script utilizing both video and slides. Target date: Spring 1990.

d. Continue the development and expansion of benefit workshops to assist College employees in becoming more knowledgeable about the various plans offered by the state in response to changing laws and policies affecting benefit and retirement plans. Target date: Fiscal Year 1989-90.

e. Investigate the feasibility of developing Employee Wellness Programs to encourage CCRI employees to participate in preventive medical care. Included would be seminars and programs dealing with proper diet, stress management, cardiovascular exercise, and other preventive health maintenance activities. Target date: Fall 1989. If determined appropriate, initiate programs in Spring 1990

Objective Five: Improve Services of the Bookstore.

a. Update the operating policies and procedures manual of the Bookstores to cover all major operating processes such as purchasing, cash security, reconciliation procedures, and inventory methods. The policy manual will also address the administration's position on student issues such as book return policies and text buy-backs. Target date: Spring 1990.

b. Investigate the feasibility of standardizing certain procedures common to both bookstores. Target date: Spring 1990.

III. STUDENT AFFAIRS

Goal: To provide comprehensive programs and services which support and enhance the educational, social, and physical growth and development of the general college population and the community as a whole.

Objective One: Strengthen recruitment efforts in order to continue to attract a diversified student population.

a. Complete the reorganization of the Office of Admissions and Records as suggested in the Consultant's Report of April 1988. Hire permanent staff to fill vacancies and reassign personnel resources consistent with the function of the Office of Admissions and Records. Target date: August 1989.

b. Develop an Admissions' procedures manual which specifies the daily operational processes in both the office and in the field. Target date: June 1990.

c. Work with appropriate college departments to develop a marketing plan and systematic strategies to target and recruit various segments of the population to include traditional and non-traditional as well as minority populations. Target date: June 1990.

d. Develop two new audio visual presentations for the Admissions Office, one targeting traditional and the other non-traditional student populations. The text will address the quality of the college's programs, including cooperative education, the articulation agreements which exist between the College and other institutions and the marketability of education and skills learned at the College. Target date: April 1990.

e. Determine the physical facilities required for the general information presentations which are made to prospective students. Target date: January 1990.

Objective Two: Expedite the course selection process for students.

a. Investigate funding sources and secure funding for a room scheduling software package. The package shall have as a principal benefit the best utilization of classroom facilities as mandated by programs and enrollment in courses. Target date: December 1989.

b. Refine the Telephone Voice Response Registration Process, and complete the integration and development of the Degree Audit/Advisement System as funded by the Board of Governors. Target date: June 1990.

c. Revise the Procedures Manual utilized in the Records area so that it reflects changes in the 88.1 release of the Student Informations System of Information Associates. Target date: December 1989.

Objective Three: Improve the effectiveness of the Financial Aid Office.

a. Develop and implement a General Student Loan on-line process integrating CCRI, Rhode Island Higher Education Assistance Authority and USA funds. Target date: June 1990.

b. Develop and coordinate a program utilizing College Work Study Program students and the CCRI Cooperative Education Department. Target date: January 1990.

c. Develop an automated college financial aid transcript system. Target date: January 1990.

Objective Four: Improve the efficiency and quality of advising and counseling services.

a. Conduct a feasibility study for the physical relocation of the present Advising and Counseling offices. Target date: Fall 1989.

b. Provide training on transfer and advising issues to UEC/EOC staff. Target date: Fall 1989.

c. Revise the present tutorial program model to include greater faculty involvement in training and recruitment of tutors. Target date: Fall 1989.

d. Develop and publish a tutorial program brochure to disseminate to the College community. Target date: Spring 1990.

e. Investigate the feasibility of the development of a credit course to train peer counselors. Target date: Spring 1990.

Objective Five: Improve linkages to employment for current students and graduates.

a. Develop an inter-departmental relationship with Cooperative Education students to provide career development support workshops. Target date: Fall 1989.

b. Determine the feasibility of developing and publishing a monthly employment newsletter. Target date: Spring 1990.

Objective Six: Expand and improve the quality of athletic offerings.

a. Research methods of tracking interscholastic athletes who apply to CCRI. Target date: Spring 1990.

b. Expand the intramural program to include additional structured activities in nautilus, karate instruction and introduction to small crafts. Target date: Fall 1989.

Objective Seven: Improve delivery of services to special populations.

a. Seek and secure funding for the Access program for the new upcoming three-year grant cycle. Target date: June 1990.

b. Seek and secure funding through the Department of Vocational Education and the Department of Special Education for the continuation of the Exploring the Options project as a means of increasing the College readiness of incoming students with learning disabilities and limited English proficiency. Target date: Fall 1989.

c. Seek and secure funding for the continuation of the Transition to Employment project in order to enhance the job readiness of presently enrolled disabled students. Target date: Fall 1989.

d. Evaluate EOC services via surveys to clients, institutions and agencies. Target date: Spring 1990.

e. Strengthen follow-up procedures to determine EOC client retention rates. Target date: Spring 1990.

f. Work with the Office of Higher Education, other community agencies, and CCRI programs such as the 2 + 2 Program and Career Beginnings to disseminate information on skills needed for success in college to younger students. Target date: Spring 1990.

g. Seek funds to continue serving the Southeast Asian population. Target date: Ongoing.

Objective Eight: Strengthen the structure of student life activities.

a. Establish a formal training program for members of the College Judicial Committee. Target date: Spring 1990.

b. Revise formal procedures for the College Judicial Committee. Target date: Spring 1990.

c. Develop a Student Life Panel which will enhance cooperation for programming of activities between the Knight and Flanagan Campus. Target date: Spring 1990.

d. Develop a grant proposal for securing funds to increase membership in the Alumni Association. Target date: Fall 1990.

e. In conjunction with the Department of Human Services, develop a program to promote volunteerism. Target date: Fall 1989.

f. Continue to investigate the feasibility of establishing a child care center at the Knight Campus. Target date: Ongoing.

IV. AFFIRMATIVE ACTION

Goal: To expand minority participation in all aspects of college life.

Objective One: Increase employment of women and minorities in job categories in which there is underrepresentation.

a. Develop a network through organizations such as the Urban League and other community agencies to encourage women and minorities to apply for job vacancies at the College. Target date: Summer 1989.

Objective Two: Increase the number of minority students in all academic programs.

a. Send letters to minority families to inform them of the educational opportunities at CCRI. Target date: Summer 1989.

b. Work with the Third World Organization and other student clubs in the recruitment of minority students. Target date: Fall 1989.

c. Seek funding from federal agencies to increase the College's Mentor Program to a forty-hour program. Target date: Spring 1989.

d. Coordinate on-campus tours for community organizations such as Opportunities Industrialization Center, Urban League, and other community groups who are oriented towards the educational needs of minorities in Rhode Island. Target date: Fall 1989

Goal: To continue the College's commitment to ensure that any disabled person, who is academically qualified, obtains his/her desired education.

Objective One: Provide total access to the institution through removal of architectural barriers.

a. Work with the Rhode Island Building Commissioner's Office to ensure that the College receives its fair share of bond monies for the removal of architectural barriers. Target date: Ongoing

V. INSTITUTIONAL RESEARCH AND PLANNING, DEVELOPMENT, AND PUBLIC RELATIONS

Goal: To promote and support critical appraisal among staff by collecting, translating and summarizing data and information into formats which are useful for planning, decision making, and policy formulation.

Objective One: Develop (or expand) and distribute reports to key staff to help them in planning, decision making, and policy formulation.

a. With the assistance of the Computer Center Director, expand the enrollment file extracts to provide information on special programs, prior college experience, non-resident alien status and cumulative index. Target date: Fall 1989.

b. Work with the Admissions Office to promote the use of the "High School Yields Report." Trend information will be used to monitor admissions needs as they relate to yields. Target date: Fall 1989.

c. Study the feasibility of developing a computerized admissions report which meets the needs of the Office of Higher Education. Target date: November 1989.

Objective Two: Develop studies, questionnaires, and/or summarize and interpret information collected to assist staff in planning, decision making, and policy formulation.

a. Summarize and interpret the Fall 1989 enrollment data and student characteristics as they relate to changes in the population which CCRI serves. Target date: December 1989.

b. Establish an official graduate file that provides summary information needed by the Placement Office and other departments for use on IBM microcomputers. Target date: September 1989.

Objective Three: Provide interinstitutional committees or study groups with information, special reporting and/or technical assistance.

a. Summarize information collected from high school students participating in the 2 + 2 program and assist staff in the use of this information for reporting and planning. Target date: Spring 1989.

b. Assist in the development, processing, and reporting of information collected to assess the curriculum needs in the area of criminal justice. Target date: Spring/Summer 1989.

c. Work with the Office Studies Department on a questionnaire study used in part to review its curriculum and assist in the analysis and interpretation of this information. Target date: Spring/Summer 1989.

Goal: To foster cooperative insterinstitutional planning and decision making for the purpose of improving the overall State College System by working with the Office of Higher Education, URI, and RIC.

Objective One: Participate in interinstitutional planning and produce reports which contribute to the management of the State College System.

a. Study the feasibility of developing an interinstitutional student tracking system for the purpose of reporting useful information on students transferring among the three state colleges. Target date: Fall 1989.

b. Work with the interinstitutional committee to produce an enrollment forecast for the Fall of 1989. Target date: Spring 1989.

Objective Two: Participate in regional or national studies which may contribute to improving the State College System.

a. As part of a National Effectiveness Transfer Consortium of Community Colleges, coordinate a survey study of approximately nine hundred students at CCRI. This study is being directed by Berman, Weiler Associates of Berkeley, California at twenty-eight colleges. Target date for Phase I: Spring 1989.

Goal: To encourage faculty and staff to respond to grant opportunities for special projects.

Objective One: Inform faculty, staff and administrators of grant funding opportunities in the public and private sectors.

a. Publicize grant funding opportunities to the college community through the college newsletter and correspondence with deans, directors, department chairs and faculty in a timely manner so as to allow maximum response time for the writing of proposals. Target date: Ongoing.

b. Maintain a visible and accessible presence to encourage faculty and staff to seek out grant information and discuss proposal ideas. Target date: Ongoing.

Objective Two: Seek supplemental funding for existing grant funded programs and proposed special projects.

a. Seek Vocational-Adult Education grant funding for prevocational training programs for adult, limited English proficient, disadvantaged, disabled, incarcerated and single parent/displaced homemakers populations; articulation projects with the high schools; satellite programs; cooperative education; upgrading skills for adults; and staff development with the vocational high schools. Target date: March-April 1990.

b. Seek Workforce 2000 funding for staffing needs in connection with the 2 + 2 Tech-Prep/Associate Degree Program and to secure a mobile van for training with business and industry. Target date: Summer 1989.

c. Seek renewed federal funding for Special Services to the disadvantaged and disabled (Title IV), Cooperative Education (Title VIII), and the Educational Opportunity Center (Title IV). Target date: July/ August 1989.

d. Seek federal funding (Title III) for expansion of the Minority Mentoring Program. Target date: Spring 1990.

e. Seek continuation funding from private foundations for the Southeast Asian Center. Target date: Summer 1989.

f. Seek federal Title III endowment challenge funding for the CCRI Foundation. Target date: Summer 1989.

g. Seek renewed legislative funding for the Family Life Center. Target date: Spring 1990.

h. Seek JTPA funding for prevocational training, summer youth programs, short-term skills training programs, and dislocated workers programs. Target date: February-April 1990.

i. Seek funding under the Welfare Reform Act. Target date: Winter 1989.

j. Seek U.S. Department of the Army/Government Contracts to provide associate degree level courses to servicemen here and abroad. Target date: Ongoing.

k. Seek funding for capital equipment expenses, specifically for computer hardware for the College's two main campuses and the UEC site. Target date: Ongoing.

Goal: To strengthen the College's Foundation.

Objective One: Increase the assets of the Foundation.

a. Raise $15,000 - $20,000 through the annual Golf Classic. Target date: July 1989.

b. Sponsor a Bike Tour of Rhode Island to raise $50,000 - $100,000. Target date: August 1989.

c. Review all restricted scholarship accounts and develop long-term fundraising objectives and strategies with faculty. Target date: Summer 1989.

Objective Two: Increase the Foundation's visability within the College and with the public.

a. Expand membership on the Foundation by systematically and aggressively recruiting corporate businesspersons to serve as trustees. Target date: Spring 1990.

b. Generate press releases on all Foundation activities. Target date: Ongoing.

c. Host breakfast meetings and receptions for potential donors with the College President. Target date: Ongoing.

Goal: To establish effective marketing strategies and develop programs that serve as a communications link to prospective students and their families, legislative and administrative officials, members of the press, and other citizens of the State, and to promote effective relations with appropriate agencies, associations, and institutions.

Objective One: Increase public awareness of the wide range of programs and services offered at CCRI.

a. Develop new strategies for reaching high school students. Since Campus Voice, a magazine distributed to high school seniors, has ceased publication, it will be necessary to find alternate recruitment vehicles and programs. Target date: Fall 1989.

b. Working with the Dental Hygiene faculty, plan and coordinate an open house and promotion program to publicize the services that are available to the public at the College dental clinic. Target date: Fall 1989.

c. Expand the College's visibility within the state and on a regional/national basis by submitting feature articles and/or story ideas on exemplary programs to newspaper and national publications. Target date: Spring 1990.

Objective Two: Improve dissemination of information to students, alumni, faculty and friends of the College.

a. Expand the distribution and revise the format of the College's annual report to provide more comprehensive information about community college programs and services to a broader constituency. Target date: Fall 1989.

b. Plan and implement a direct mail promotion to unclassified students to inform them of the benefits of enrolling in a program of study. Target date: Fall 1989.

c. Conduct a mail survey of identified alumni to determine the kinds of programs and activities they would be likely to support. Target date: Spring 1989.

d. Through the combined efforts of the Alumni Association, the Dean of Students and the Office of Public Relations, sponsor at least three activities for alumni. Target date: Spring 1990.

e. Publish an alumni newsletter twice annually. Target dates: Summer 1989 and Winter 1990.

f. Develop new program of study pamphlets which highlight career opportunities for use by current and prospective students. Target date: Spring 1990.

g. Develop strategies for increasing communication with adjunct faculty. Target date: Fall 1989.

Objective Three: Improve college marketing efforts.

a. Develop a plan for reorganizing the College's Marketing Committee as a successor to the Enrollment Management Committee that will facilitate development of a cohesive marketing plan for the college utilizing maximum input from those most directly involved in the marketing efforts. Target date: Spring 1989.

b. Develop and adopt a comprehensive marketing plan for the college which incorporates the marketing strategies employed for the various programs and target populations into a consistent overall strategy for the institution as a whole. Target date: Spring 1990.

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